



31. 10. 2008

To whom it may concern

Mr. Willi Frings has supported Visteon Corporation and Visteon Deutschland GmbH in the restructuring of our Berlin Plant over the past one year.

He has played a valuable role in several aspects, including assessing and recommending cultural changes, planning and organizing the Company preparations and negotiations with the Works Councils, providing key insight and advice on negotiations strategy and implementation, and discussions at the bargaining table.

Mr. Frings has also been a key interface in negotiations with our tariff parties as well.

Mr. Frings has brought a wealth of experience to the project and I would highly recommend him to other Companies for consideration.

A handwritten signature in blue ink that reads "John E. Harju". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

John E. Harju
HR-Interiors, Lightining & NA Labor Affairs
Visteon Corporation
Visteon Village